“The Washington Battlefield”

A Briefing to the Marine Corps Reserve Officers’ Association
26 April 2003

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Director, Reserve Affairs
HQMC

The Commander in Chief and the Marine Reserves

White House photo by Eric Draper

“I also want to thank the men and women of the Marine Forces Reserve who are serving here and abroad. Hundreds of reserve units across America have been activated in this time of war, and our country thanks these fine citizens and their employers for putting duty first.”

Reserve Component Response

Sept 11, 2001 to present …

Mobilized: 222,585 **Demobilized**: 62,212
Total: 284,797

	ARNG	USAR	ANG	USAFR	USNR	USMCR	USCGR	Total
Currently Mobilized (USC 10/12302)	80,014	69,178	21,012	15,249	11,748	20,972	4,412	222,585
	13,913	8,605	15,304	10,300	7,616	2,731	3,743	62,212
	93,927	77,783	36,316	25,549	19,364	23,703	8,155	284,797
Total Mobilized To Date								

Mobilized: Involuntary Active Duty under 10 USC 12302. Source: Services Daily Mobilization Report . As of 15 Apr 03

Mobilization Statistics

USMC MOBILIZATION AUTHORITY 40,786

TOTAL ON ACTIVE DUTY 20,949

72% CENTCOM AOR

UNIT & DETACHMENTS 17,478

79% CENTCOM AOR

INDIVIDUALS (IRR & IMA) 3,471

30% CENTCOM AOR

23 % of entire MARINE CORPS RESERVE activated

52 % of SMCR UNIT PERSONNEL activated

53 % OF IMA and 5% OF IRR PERSONNEL activated

As of 15 Apr 03

"Comprehensive Review of Reserve Component Contributions to National Defense"

OSD AC/RC Force Mix Study

Objective

- Establish strategic principles to govern future structure and use of Reserve components.

Background

- Total Force policies emphasized increased reliance on RC.
- Downsizing, reduced budgets, and increased OPTEMPO increased the use of RC, spurring AC/RC integration.
- RC capabilities utilized to meet later phases of Major Theater Wars, were crucial for commitments in the 1990s.
- 21st century defense strategy requires re-examination of how AC/RC capabilities are organized and used.

Issue: How to enhance capabilities and improve flexibility

Rebalancing the Force

Platform-based

- **"Mixed" Units**
- **Targeted Modernization**

Skills-based

- **Uniquely Military Skills**
- **Civilian Acquired Skills**

Changing Approaches to Traditional Missions

Continuum of Service

Operational Availability Study

Vice Chairman JCS Study

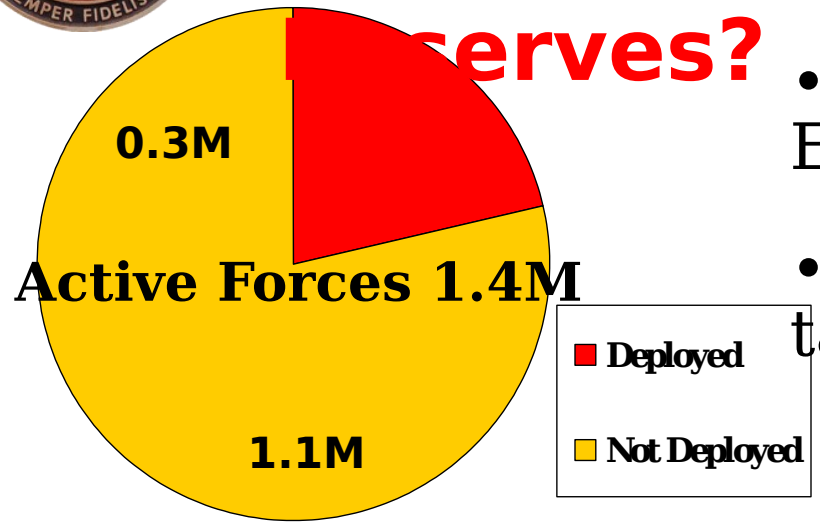
Objective

- Determine optimal mix of AC and RC forces

Background

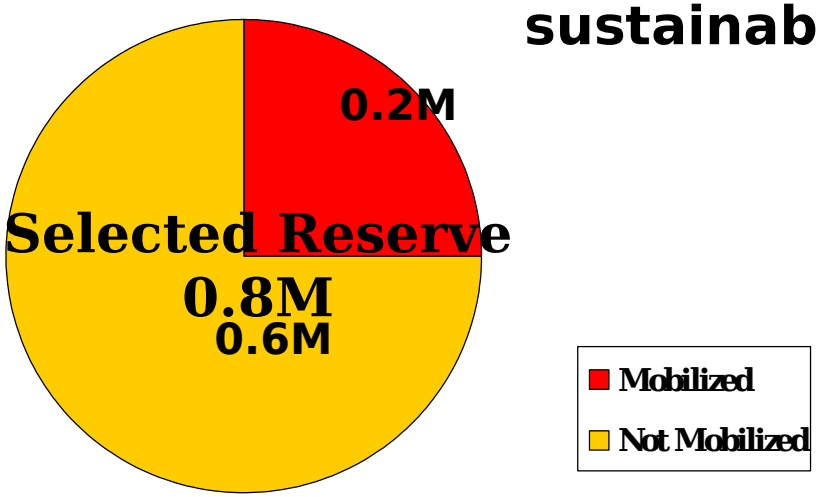
- Classified Study
- Originated in September 1992 by SecDef
- J-8 (JCS) lead
- PP&O – Marine Corps lead
- Marine Corps Reserve General officers "involved"

Can Major Combat Operations Be Executed Without Reserves?



- Are active Forces Fully Employed?
- Active component “tooth to tail” ratio must be improved.

Is current (“over”) employment of the Reserves sustainable?



- Mobilized Reserves Are ALL In War Effort
- Are Reserve Forces Over Employed?

Four Factors of Force Structure

Force Structure Sized to Support:

- ***Homeland Defense*** 1 - 4 - 2 - 1
- ***Deter*** **in four critical regions** 1 - 4 - 2 - 1
- ***Swiftly Defeat*** **in two conflicts** 1 - 4 - 2 - 1
- ***Decisive Victory*** **in one conflict** 1 - 4 - 2 - 1

- **Where are we today in the 1-4-2-1 Spectrum?**
- **What level of Reserve Mobilization for each activity makes sense?**
  - **Consider both operational and economic requirements.**

ENDURING FREEDOM
COMBAT ASSESSMENT TEAM (RESERVE)

EFCAT (R) OBJECTIVE

- Provide USMC leadership with an assessment of mobilization procedures, reserve personnel policies, and reserve training for use in developing future doctrine, force structure, personnel policies, and training methods.
- Working with MCCDC's overall EFCAT, established by ALMAR 012/03.

ENDURING FREEDOM
COMBAT ASSESSMENT TEAM (RESERVE)

Methodology

- Research existing documentation.
- Interview reservists and active duty Marines for whom they work – CONUS/OCONUS
- Administer a reserve-specific survey.

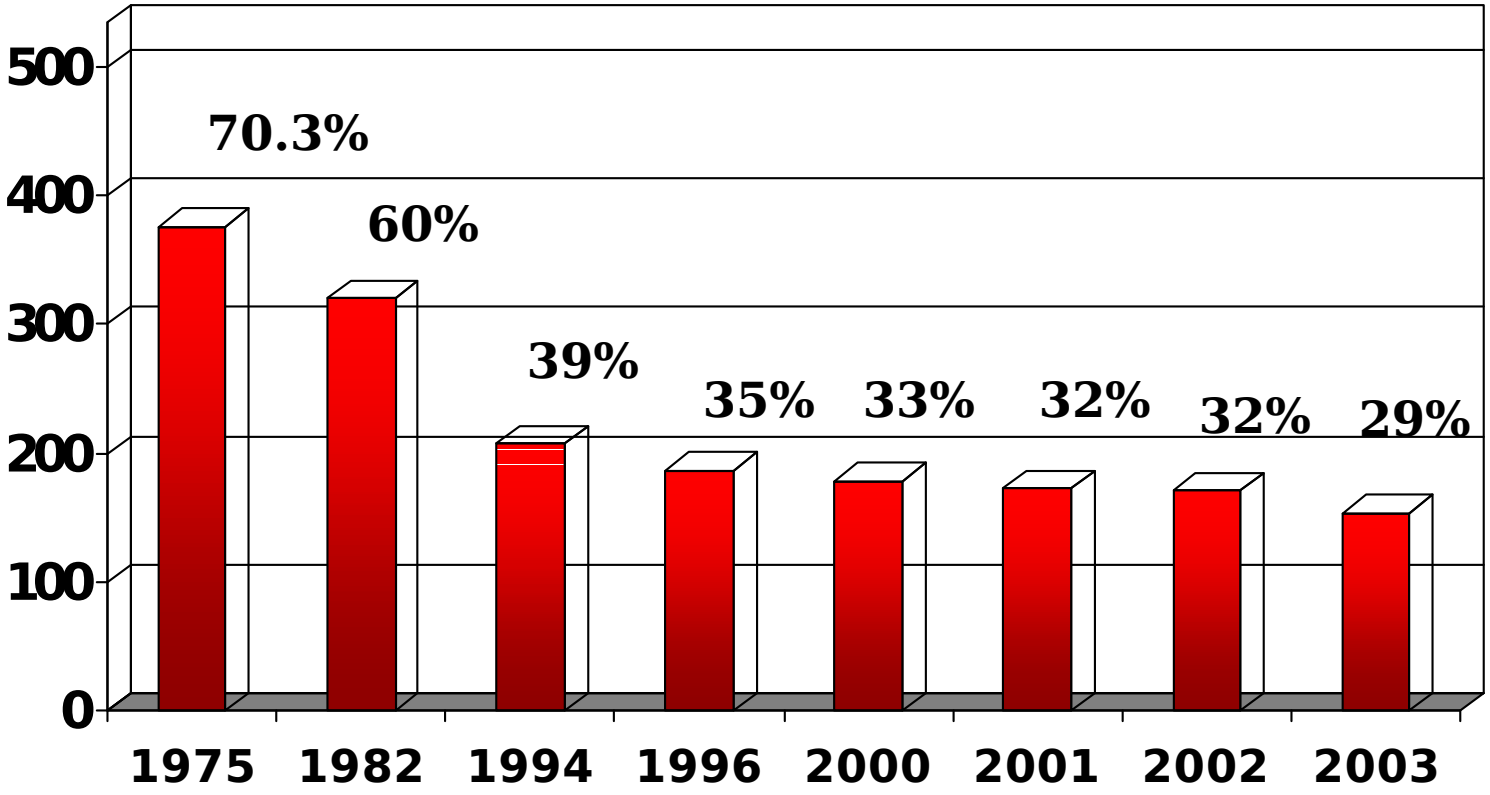
Product

- Similar to, but broader than, the report produced by the Battle Assessment Team after Desert Storm
- Not an evaluation of individual units, commanders or organizations. All results presented in summary form.
- Final report will be available on web.

Congress

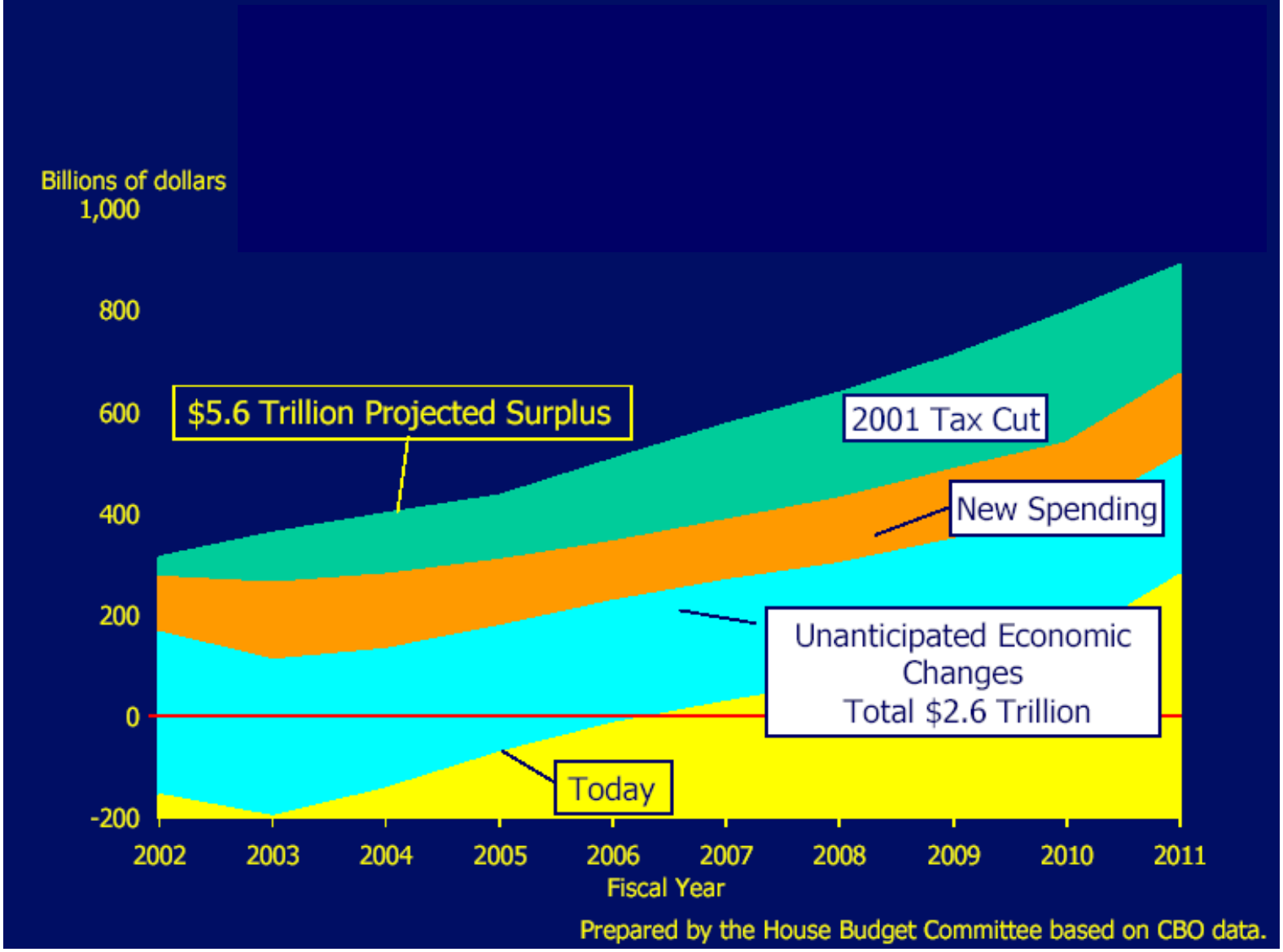
We have an asymmetric relationship with Congress.
They have all the money, and we want it.
Dr. John Hamre

Congressional Demographics

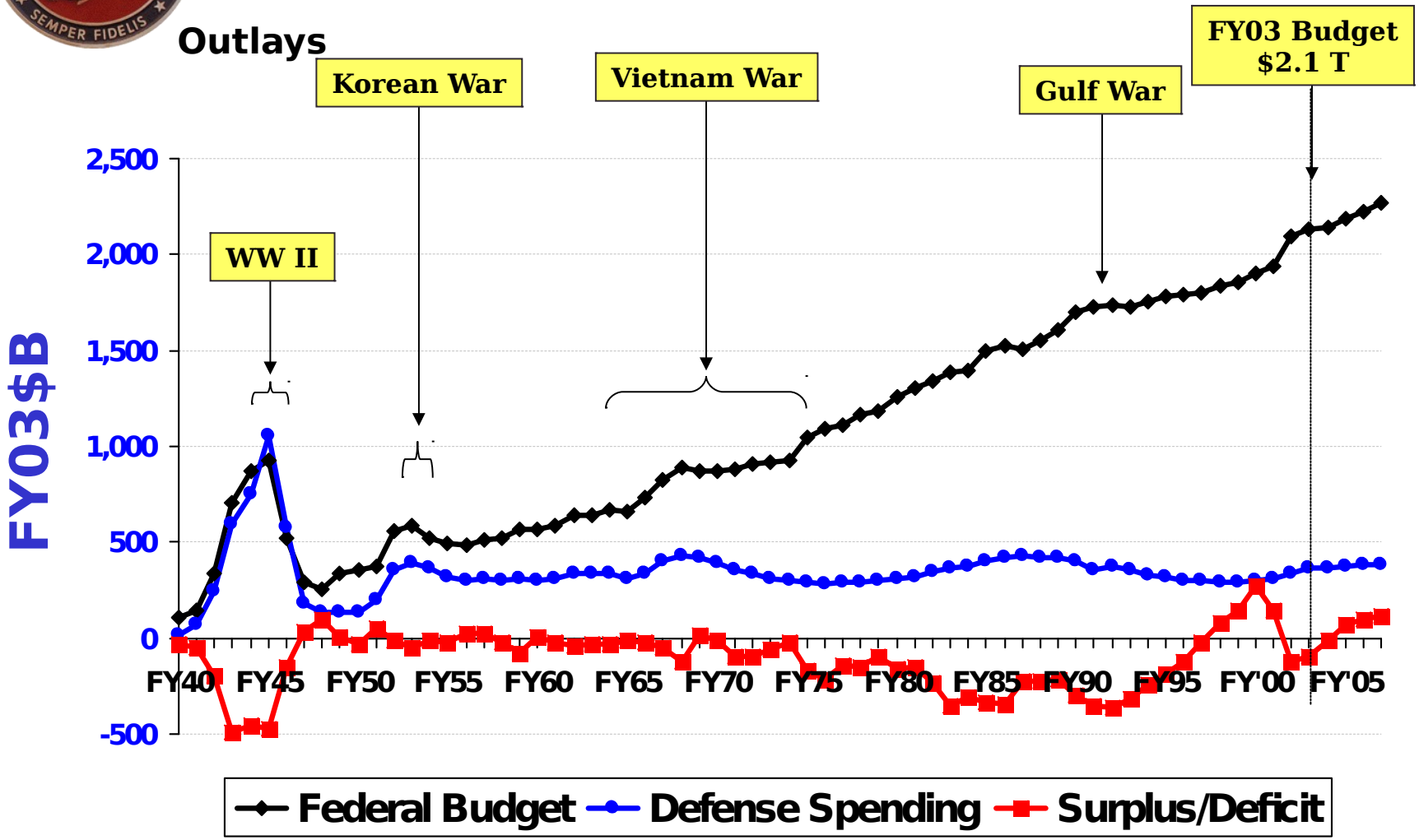


Number of Veterans in Congress Over Past 28 Years

Large Surpluses Have Turned to Deficits – Adding Pressure to Contain Spending

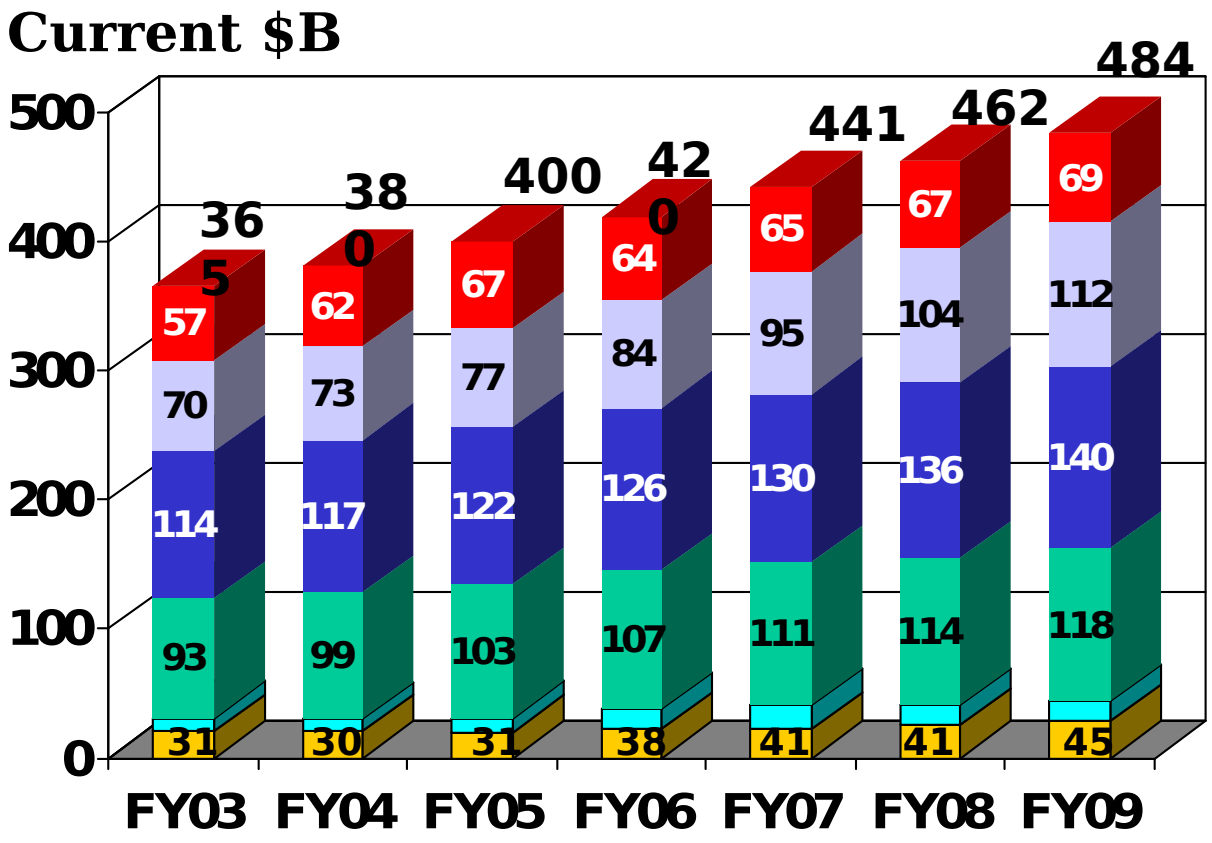


Real Federal Spending Always Grows But Real Defense Spending Ebbs and Flows



Source: OMB, *Historical Tables*

As Discretionary Spending Slows, Defense Budgets Will Grow More Modestly



Annual Spending Growth FY03-09

RDT&E 3%

Procurement 8%

O&M 4%

Personnel 4%

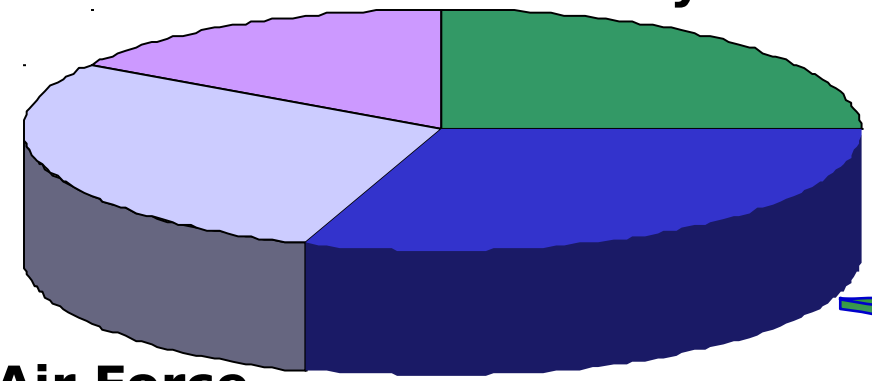
Milcon 6%

Annual Spending Growth FY99-03

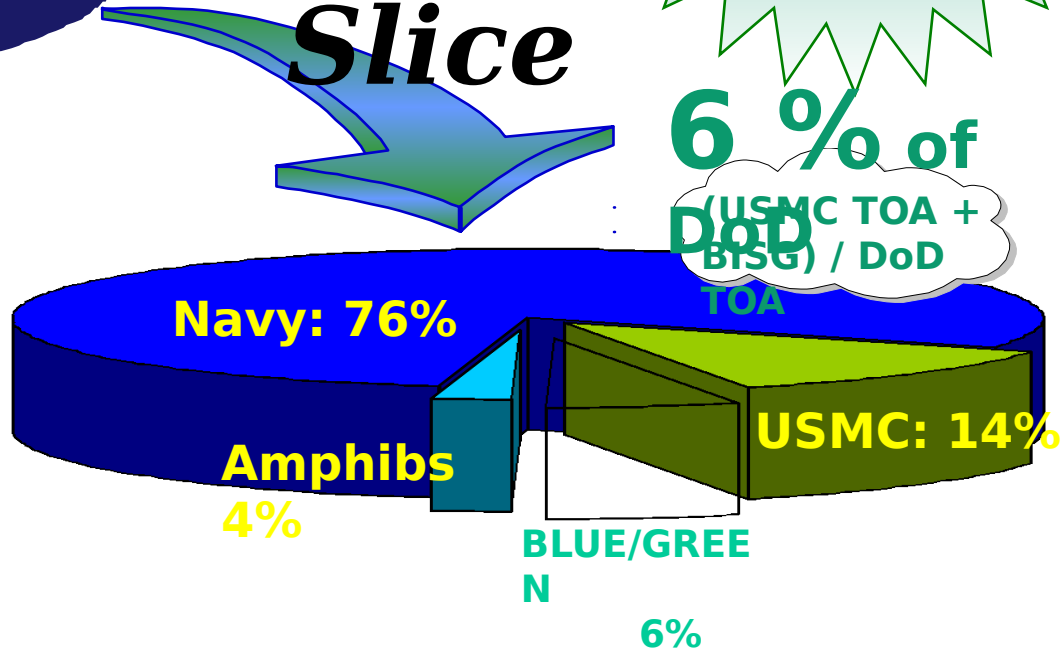
DoD Overall

Resourcing the Marine Corps

DoD Pie



DoN Slice

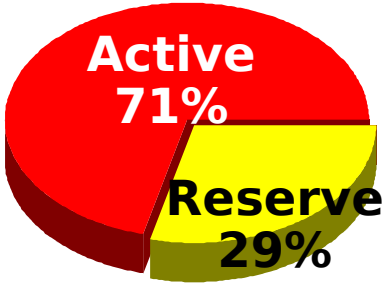


* FYDP Avg

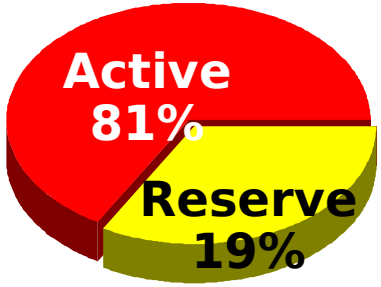
Reserves:
4.9% of USMC Budget

$557.9M RPMC; $185.5M O&MMCR

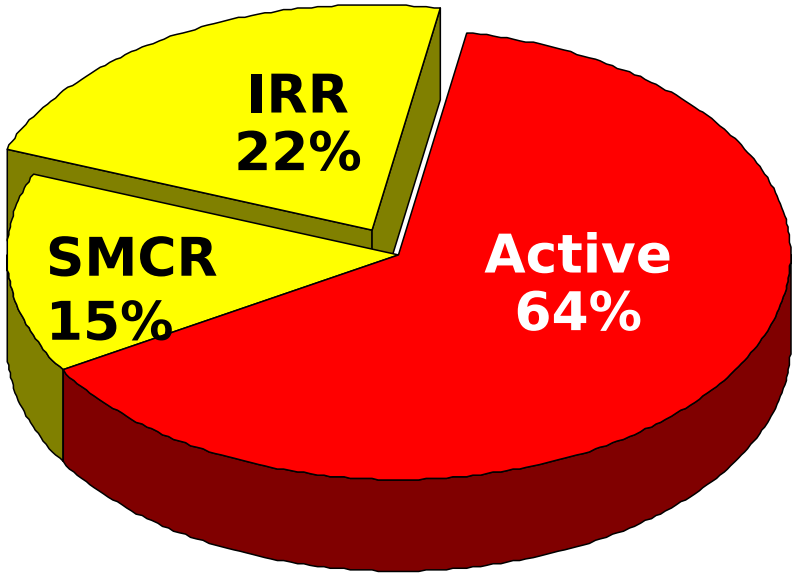
Ground Combat



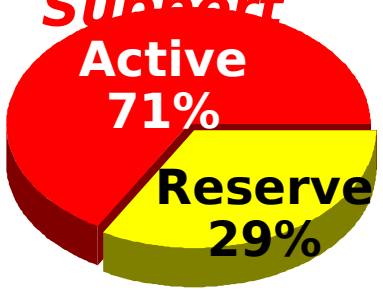
Aviation



Total Marine Corps Force Structure

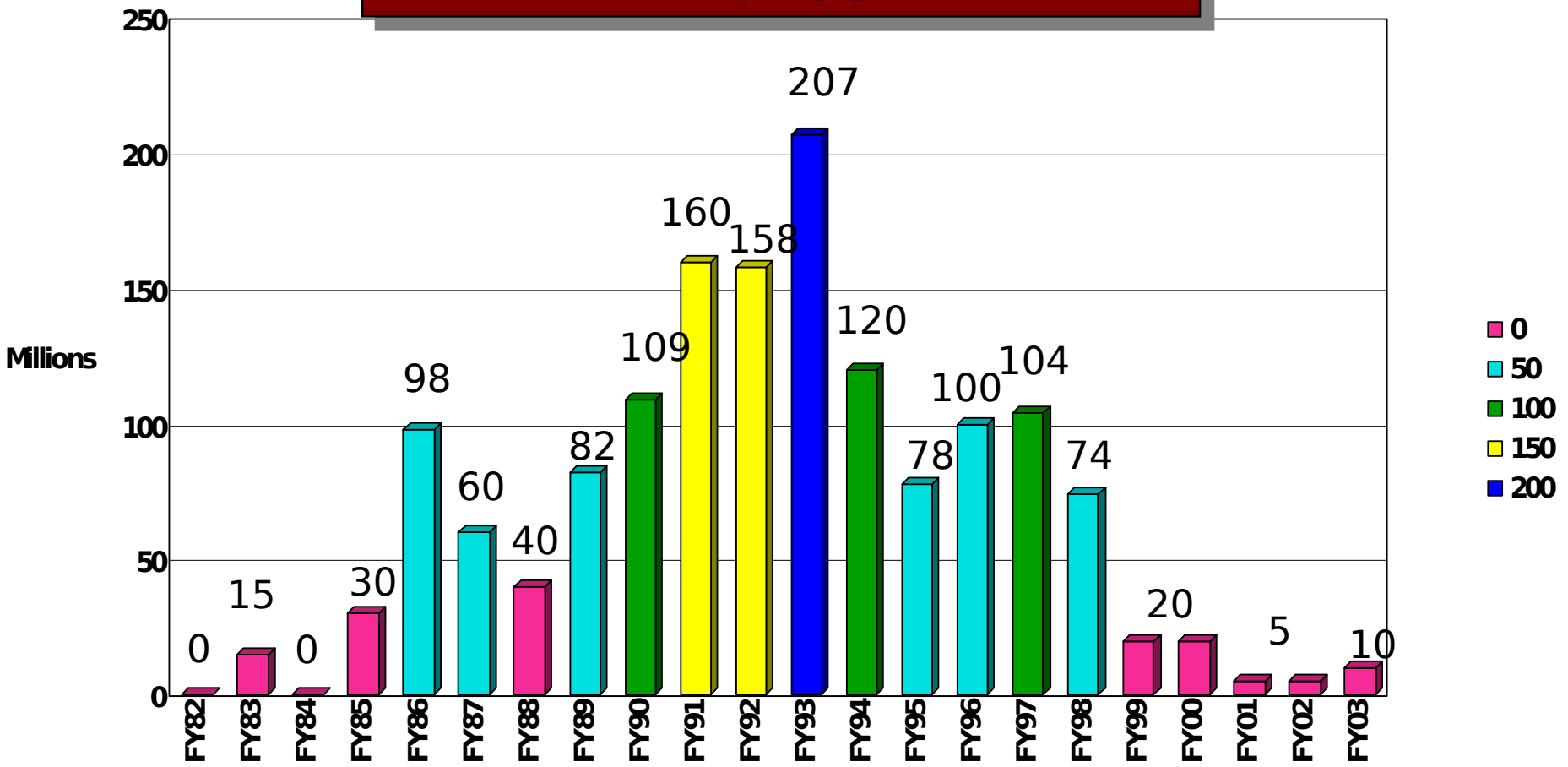


Combat Service Support



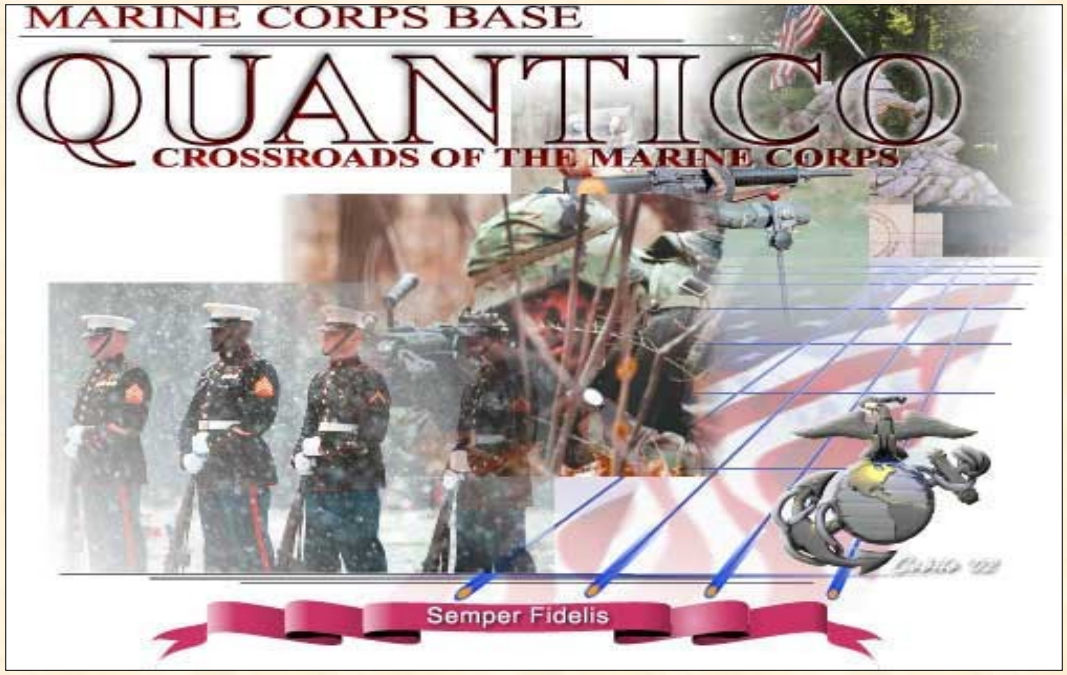
National Guard Reserve Equipment Appropriation FY82-03

Diminishing Source of Funds



USMCR NGREA LEVELS

Reserve Affairs



HEADQUARTERS UNITED STATES MARINE CORPS

Reserve Affairs-Pentagon

"RA FORWARD"

Pentagon & Navy Annex
Reserve Beachhead

- **Provides:**
  - **Access**
  - **Influence**
  - **Information**
- **Embedded coordination:**
  - **HQMC, DoN, DoD, JCS, Other Services, & Congress**
- **Enhance Reserve information flow to Quantico and MarForRes**

Reserve Affairs-Active Reserve Program

AR PROGRAM

- **2342 Total: 351 Off**
  1991 Enl

44 AR officer accessions in FY02

250 AR enl accessions in FY02

Reserve Affairs-Career Management

- **Career Counseling's for CY02: 443 Off, 480 Enl**

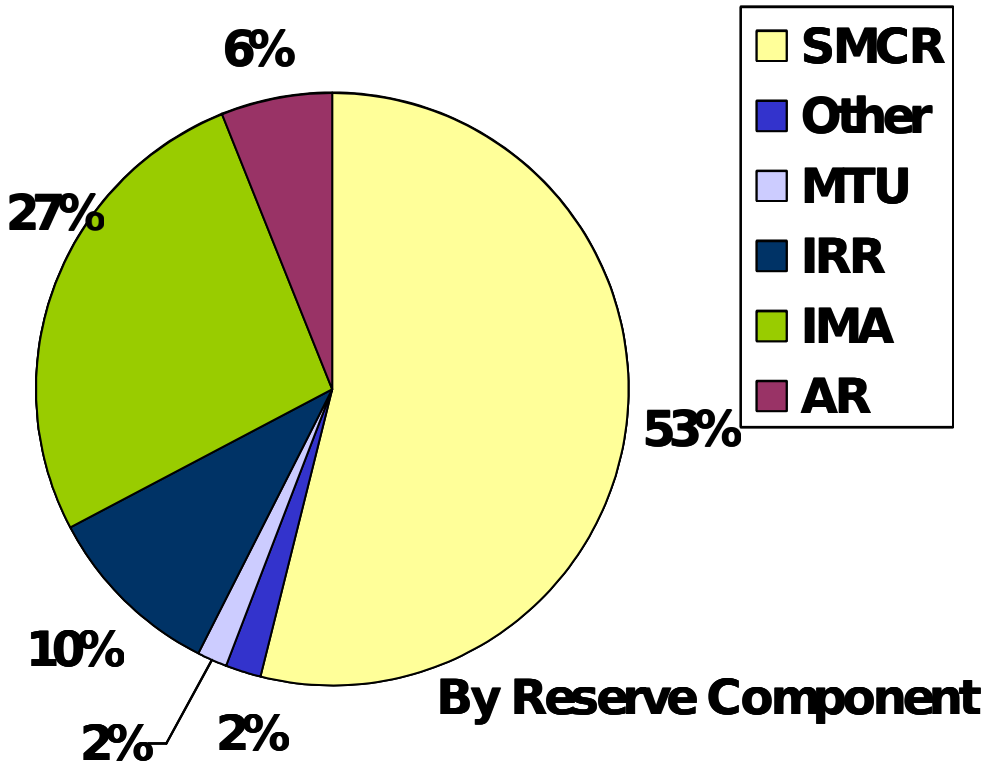
- **Inform/Prepare Reserve populations for upcoming boards**
  - **FY04 Officer Boards – 1375 mail outs**
  - **FY04 Enlisted Boards – 1800 mail outs**

- **Manage the Reserve command screening process (FY04 Bd convenes 28 Apr 03)**
  - **Eligibility notification sent to 1675 officers; 316 applications received for 50 billets**
- **Process Marines for Retention or Return**
  - **Officer Reappointments, CY02 – 55 approved**
  - **Reenlistments, CY02 – 3159 approved**
  - **Enlisted off-contract waivers, CY02 - 425 approved**

Officer PME Statistics

256 school assignments

- 20 to attend Full Length Schools
- 236 to attend 2 week courses
  - 175 to TLS
  - 44 to ILS
  - 17 to CLS

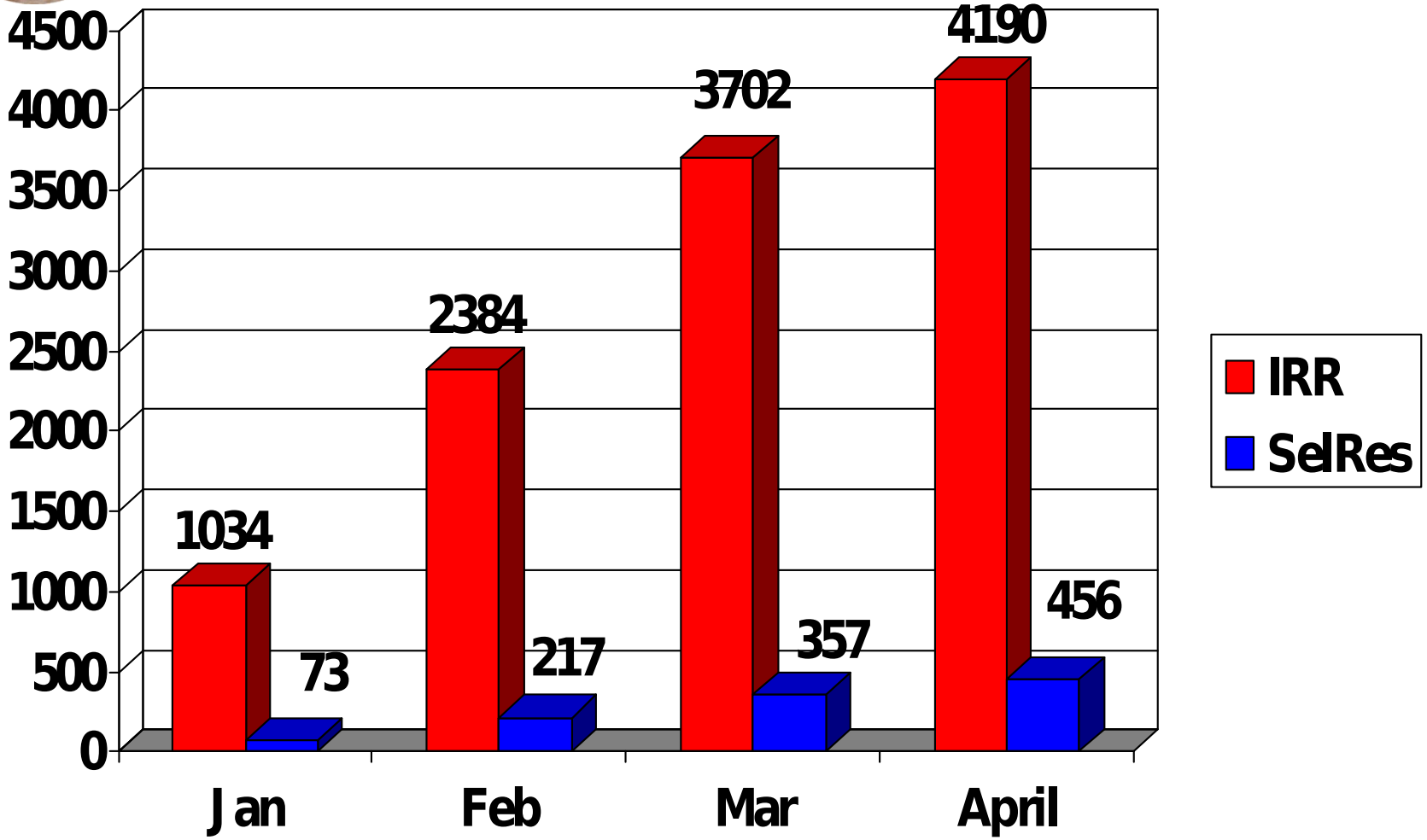


Stop Loss

MARADMIN 007/03

- Affects all members of Ready Reserve and recalled retirees (RECC or EAS 15 Jan - 31 Aug)
- Reservists can be stop lossed for up to 12 months.
  - First GO has exemption authority.
- Transfers to the IRR, inter-service transfers, and resignations possible upon first GO approval.
- Activated reservists can be involuntarily extended.
  - Requests are sent to CMC (MPP-60)

Reserves On Stop Loss



As of 15 Apr

Sanctuary Policy

MARADMIN 123/03

- Outlines policy for managing 16+ year reservists
- DC, M&RA delegated approval authority:
  - COMMARFORRES (SMCR unit members)
  - CMC (MP) for IMA/IRR Marines
- Sanctuary Reservists retained via ADSW-CO or EAD orders until retirement eligible upon demobilization
- Managed on a case-by-case basis

Reserve Duty On-Line

Self Help Reserve Manpower System

- **Right Marine - Right Place - Right Time**
  - Provides consolidated list of Reserve billets and duties
  - Allows units to advertise requirements
  - Allows individuals to advertise duty availability
  - Collects civilian skills and employer information

Enhancements

- Manpower Management: Advertised billets will reflect refined recruiting plans to include: Prior Service Plan, NPS Plan, MOS School Seats
- IMA Management: Extension Requests/End of Tour Tracking
- MFR Command Staffing Report: Migrate from Lotus Notes to RDOL

- http://mol.usmc.mil > Tools > RDOL

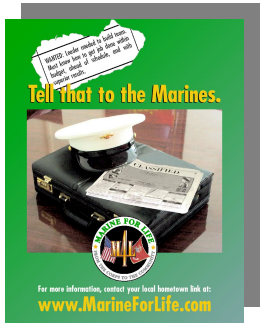
Reserve Manpower Management System

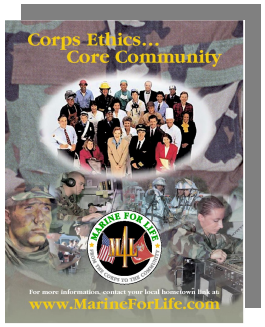
RMMS-21

Comprehensive System To Manage the Marine Reserve Force for the 21st Century

- **Modern Manpower Management Process**
- **Create tool to enable:**
  - Planning in a Total Force environment
  - Shifting to skill based system
  - Adapt to 21st century economy
- **Provide cradle to grave manpower management**

Marine "4" Life





CMC Vision

- Redefine perception of separatio... ...

  EAS doesn't mean losing USMC affiliation

- Offer a positive "lasting impression" to separating Marines …

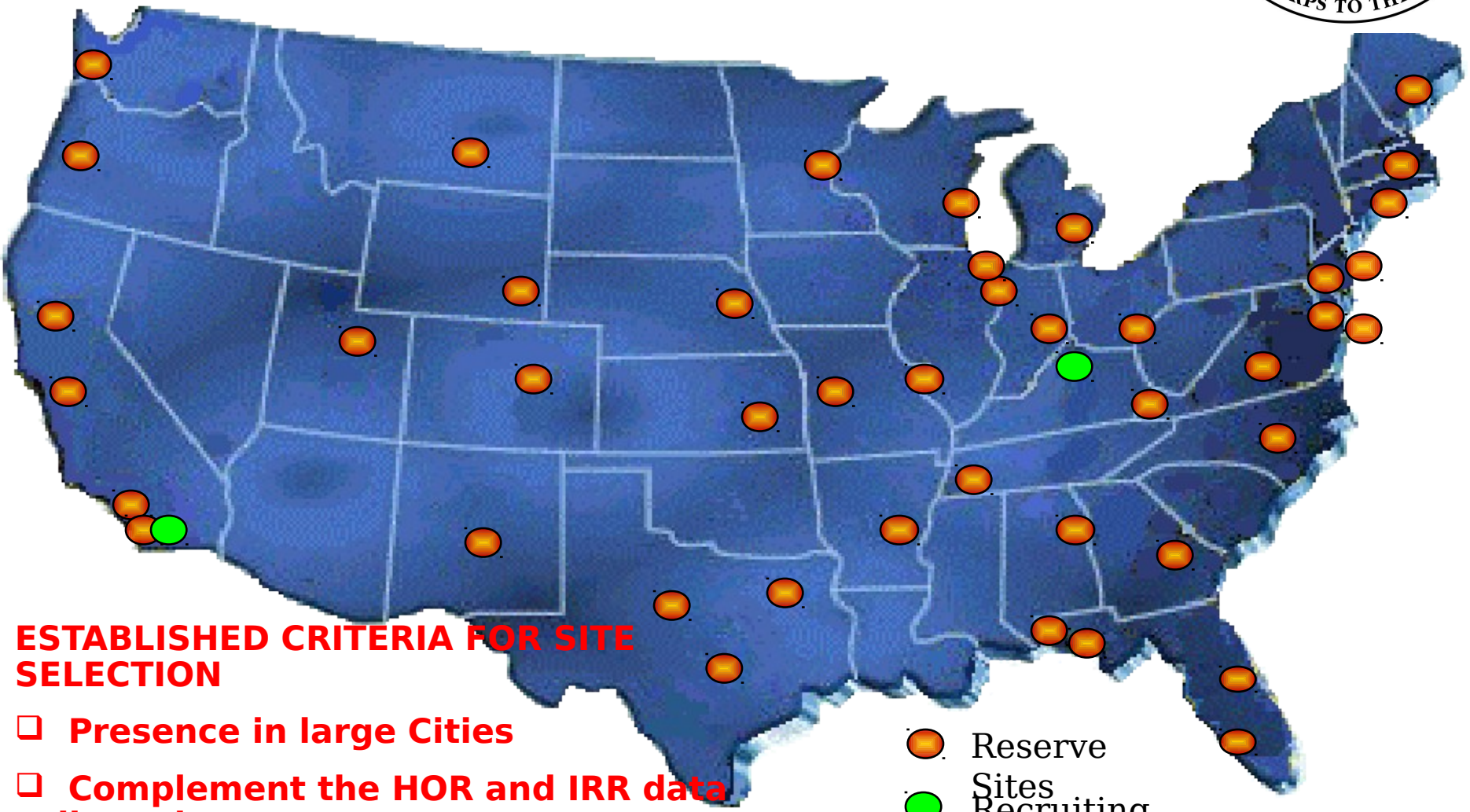
  Lets Marines know that the Corps cares about them even after active service by beginning assistance before EAS

Program Objectives

- Improve transition assistance
- Develop informal relationships into networkin opportunities
- Grow additional resources for future transitio Marines
- Support and strengthen recruiting and retent across future generations by providing,

  Tangible Evidence Of The Intangibles Of Being A M

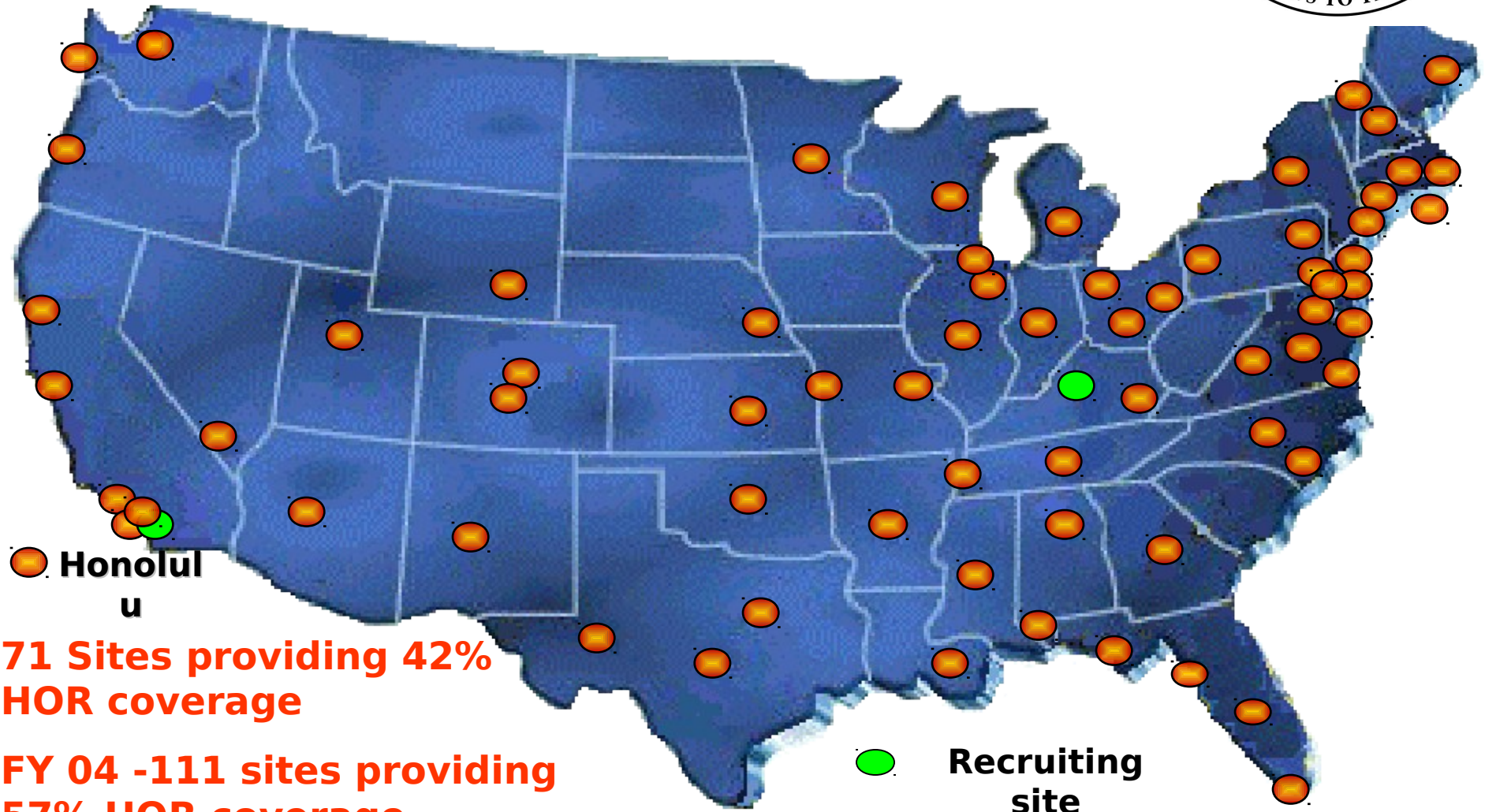
Current Hometown Link Sites



ESTABLISHED CRITERIA FOR SITE SELECTION

- **Presence in large Cities**
- **Complement the HOR and IRR data collected**

FY 03 PLANNED SITES

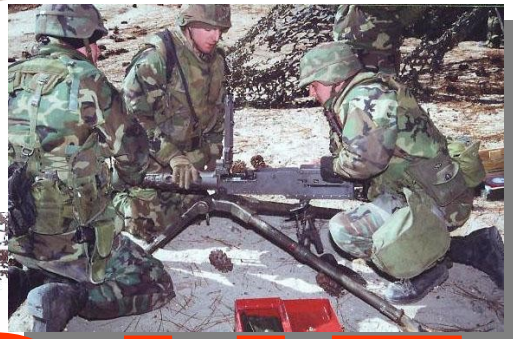


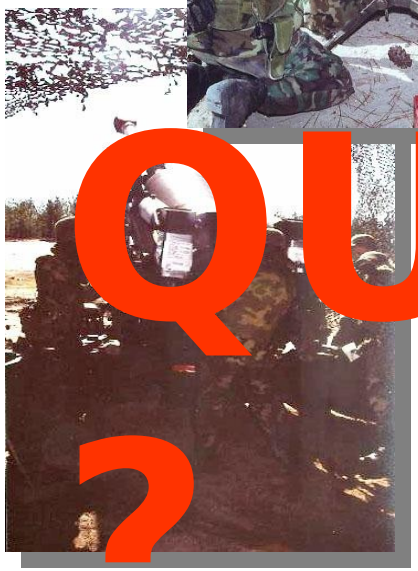
71 Sites providing 42% HOR coverage

FY 04 -111 sites providing 57% HOR coverage

Total Force – Marine Corps Reserves

While visiting a group of Marines in Qatar, CMC made the following comment,



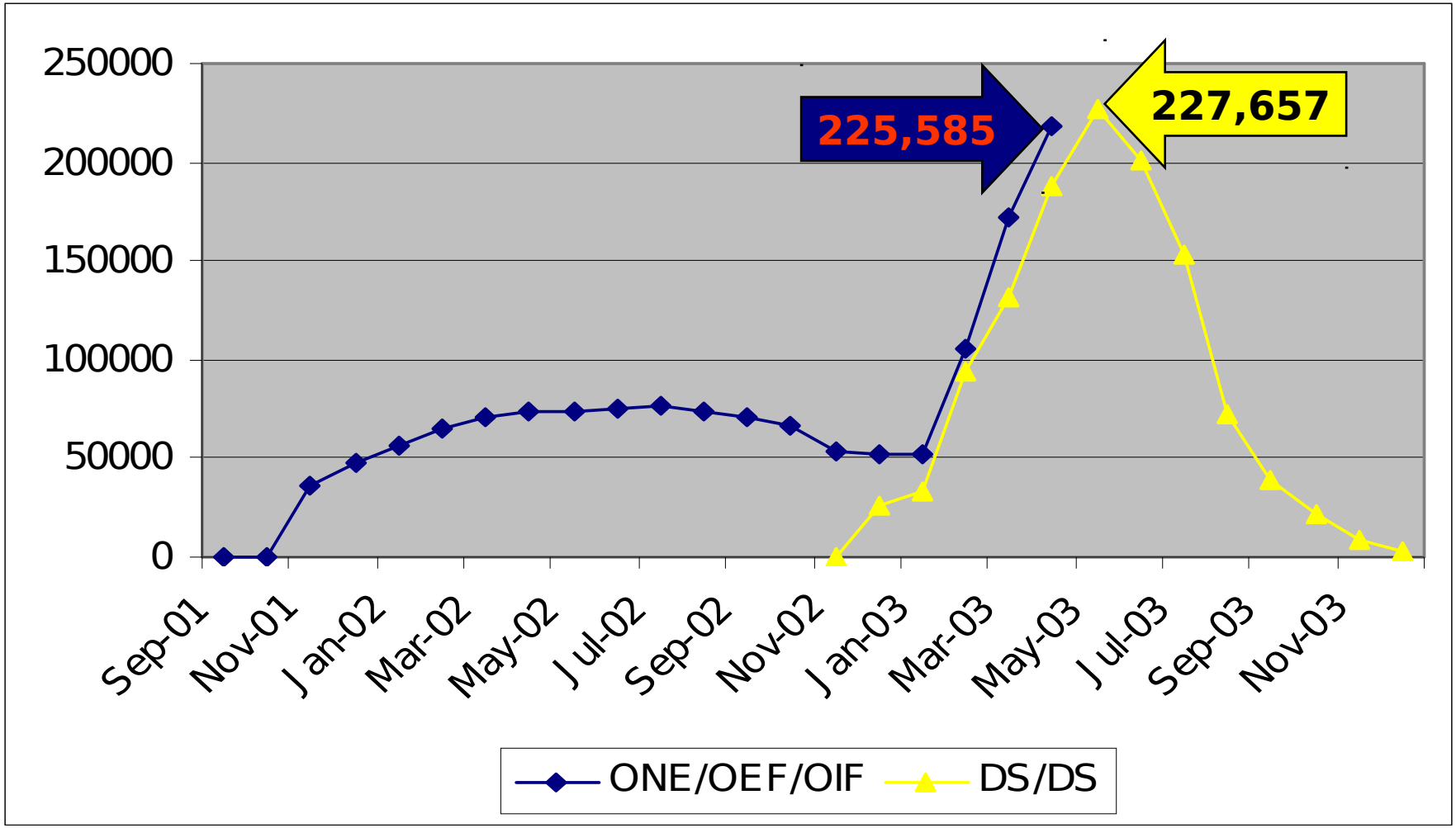


QUESTIONS?

"I understand from the numbers that two-thirds of you here are reservists - I know you simply as Marines – and looking at performance I can't tell the difference nor will the enemy!"

BACKUP SLIDES

Desert Storm Comparison



The Preferred Approach

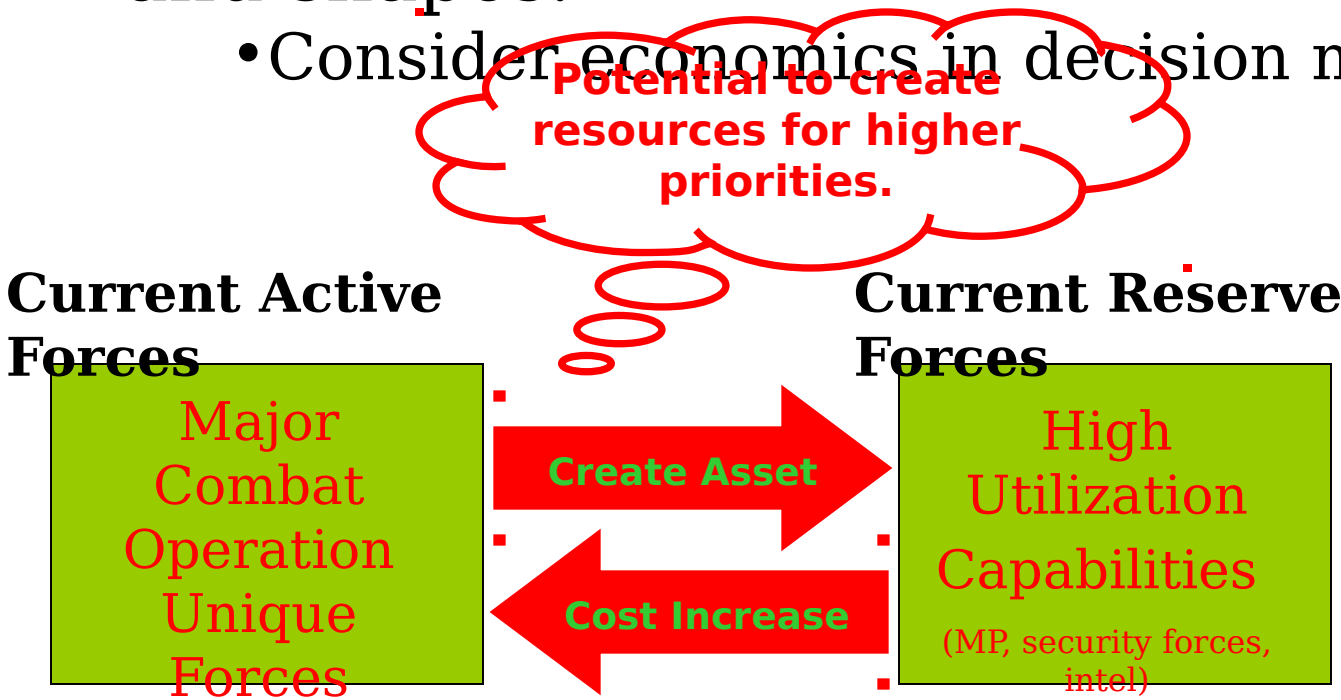
- Determine Active Force levels and capabilities required for **day to day** operations.

- Determine Reserve Force levels and capabilities required for major combat and surge operations.
  - Some capabilities are best suited for Reserve Component (Where military job mirrors civilian skills e.g. civil affairs, information technology, maintenance.)

- Recent and ongoing studies DO NOT appear to be making these determinations.

The Preferred Approach

- "Rebalance" Forces to right sizes and shapes.
  - Consider economics in decision making.



Desired Outcome:

- **Improved "tooth to tail" in active component.**
- **No increase in cost; no other program cuts to pay for**